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ABSTRACT

Following a message from the president of the college and a review of the college's mission, this master plan for Johnson County Community College presents a series of six challenges facing the college and the policy directions and responses which the college has prepared to deal with these challenges. Each response is followed by a series of concrete steps towards meeting the particular challenge. The first challenge, providing high-quality instruction, is met with the response of assuring academic excellence along with access, which includes encouraging non-traditional instruction and increasing partnerships with industry. The second challenge, serving more people better, carries the response of assuring access without lowering academic standards. A table presenting the projected enrollment figures through the year 2000 accompanies this discussion. The third challenge is meeting the cultural needs of the residents of Johnson County. The response to this challenge is for the college to become an arts partner and provider, which includes developing an arts mission statement. Challenge four is channeling tax dollars into effective education. This discussion includes a summary of actual and projected revenues and expenditures of the college from 1985 through 1995. The response to this challenge is to develop physical and financial resources. The fifth challenge to the college is setting public policy. The college's response to this challenge is to provide educational leadership, which includes promoting area economic development and making staff expertise available to the local community. The final challenge is that of staffing for the 1990's and beyond. The response to this challenge is developing human resources, including the development of a centralized employment system and increasing staff development resources. (JMC)

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MASTER PLAN 1990-1991

Johnson County Community College

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MASTER PLAN 1990-1991

Johnson County Community College

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Opening Night,
watercolor painting
by Jim Hamil

How times have changed!
The earliest building in Johnson County – the Shawnee Mission Historical Museum – reflects the newest – the Cultural Education Center at Johnson County Community College.

There is a time to let things happen and a time to make things happen.

President's Message

Johnson County, Kan., is one of the most exciting places in the United States today. Our economy is diversified and strong. The population continues to grow, and by the end of this century there will be an estimated 425,000 residents in our community. The mood of optimism is pervasive.

Developments at Johnson County Community College reflect these good things. In 1990, more than 27,000 people will enroll in the academic, career and community service programs JCCC offers. By the year 2000, enrollments will exceed 40,000. More programs and services are planned to assure that the college meets the educational needs of the county population, and we will add to the faculty over the next several years to meet growing enrollments and assure continuing high quality.

We are just completing construction of a new Cultural Education Center which includes three performing arts theaters, a recital hall and an exhibition gallery as well as more space for classes and community service programs. The college is committed to being an arts partner in greater Kansas City and to providing arts programming convenient for the southwestern part of the metropolitan area. In 1988, the Commission on the Future of Community Colleges completed its two-year study on the role of community colleges over the next decade and beyond. We endorse the conclusion of the commissioners that "we define the term 'community' not only as a region to be served, but also as a climate to be created . . .

JCCC President Dr. Charles J. Carlsen

"Perhaps more than any other institution, the community college also can inspire partnerships based upon shared values and common goals." The Cultural Education Center represents our commitment to creating such a climate.

With all the growth and construction on campus, however, it is important not to get sidetracked and confuse the means with the end. JCCC's mission is to provide high-quality programs to meet the educational needs of Johnson Countians. The master plan presented here outlines college priorities for accomplishing this mission.

Charles J. Carlsen
President

The Mission of Johnson County Community College

He who has done his best for his own time has lived for all times.

Schiller

Johnson County Community College is a comprehensive community college committed to serving the needs of the residents of Johnson County for higher education and lifelong learning. The college seeks to provide educational leadership while responding to the identified needs of the community by providing high-quality educational programs that are accessible to all who can benefit from them. These educational programs and services include, but are not limited to, the following:

- Credit courses and associate degree programs that prepare students to transfer to four-year colleges and universities and earn bachelor's degrees
- Credit courses and certificate and associate degree programs that prepare students for immediate employment and retraining in career positions
- Instructional programs containing a strong general education component for the students' personal development
- Non-credit courses and programs, such as conferences, seminars, lectures and other activities, that meet the continuing educational, professional and enrichment needs of members of the community
- Educational and support services to business and industry in the county, including skills training, seminars, cooperative education programs and technical and consulting services to meet commercial work force requirements and promote the county's economic development
- Support services, including counseling, career planning, job placement, testing, financial aid, academic advisement, basic skills development and remediation to help students benefit from academic programs
- College credit and non-credit instructional programs and support services to meet the needs of special clienteles, including individuals who are mentally and physically handicapped, gifted or talented, as well as senior citizens, non-high school graduates, high school students and college graduates
- Student activities to complement the academic program
- Instructional programs, facilities, human resources and information services to local agencies, businesses, individuals and groups in the community
- Programs and activities to develop audiences for cultural activities and facilities and services to support community cultural activities, including the fine and performing arts
- Educational leadership for collaborative efforts among the college, local school districts, state universities and other educational institutions to meet the educational needs of county residents
- Support and leadership of various local, state and national organizations to assist in the promotion and development of the community college movement

(Approved by the Board of Trustees, Aug. 12, 1985)

Challenge: Providing High-quality Instruction

Like all good community colleges, the hallmark of Johnson County Community College is good classroom teaching. Instruction is the college's prime function. All college resources are committed directly or indirectly to helping students learn.

Courses and programs for students planning to attend four-year colleges and universities will continue to make up a significant part of JCCC's for credit curriculum. If new entry requirements at state universities are approved, the result could mean an enrollment increase of as many as 1,000 students at JCCC. As the Kansas Regent's universities impose stricter admission requirements, there is resulting pressure on the community colleges to provide more remedial and college preparatory programs. The board of regents is preparing to build a new KU Regents Center near the college, which will mean more transfer opportunities for JCCC students. JCCC will continue to be much less expensive to attend than area four-year colleges and universities.

Career education for those seeking occupational entry, change and development also will continue to be a significant part of the "for credit" instructional program. The success of the college in those areas still will be measured by how many JCCC students find jobs.

Both the Report of the Commission on the Future of Community Colleges (American Association of Community and Junior Colleges) and the JCCC mission statement include strong endorsements of adult continuing education and lifelong learning. With a growing, diverse population, Johnson County will continue to need a variety of community service programs, non-credit courses and special events. This area, which already has community visibility and recognition, will have to develop even more varied and innovative enrichment programs in the future for its constituents (the general public, the business community, older adults, youth and non-high school graduates).

Time
as he grows old
teaches all things.

Aeschylus

Policy Directions:

- A curriculum that is guided by clearly defined goals and responds to student needs should be the core of a community college education.
- The college should maintain strong academic programs readily transferable to four-year institutions, but it should not let these transfer institutions limit the JCCC curriculum.
- The college should reaffirm its commitment to compensatory education to meet the needs of an increasing population of less well-prepared students.
- The college should stress the educative aspects of community service and continuing education programs.
- The college should upgrade worker skills through a firm commitment to the goals of a liberal education and specific technical training.
- The college should continue its strong commitment to serving the adult student.

Response: Assuring Academic Excellence Along with Access

Johnson County Community College will respond to the identified lifelong educational needs of the community by providing high-quality instruction and student support services that will prepare students for the culturally plural, technologically sophisticated society in which they will work and live. These educational programs may or may not be for credit, and they may take the form of transfer, career or compensatory education. To assure higher academic standards without shutting the door on any of its programs, the college will . . .

- Increase learning opportunities for an adult population that will include such things as alternative course scheduling, curriculum packaging and methods of instruction in which students actively participate.
- Support curriculum innovation focused specifically on problem solving, use of

Time discovers truth.

Seneca

Wait for that wisest of all counselors, Time.

Pericles

computers, writing across the curriculum, developing research skills, critical thinking, technology and other skills intended to increase the students' ability to cope with change.

- Encourage both non-traditional methods of instruction and enhanced traditional methods to assure quality of delivery.
- Encourage and assist in creating opportunities for interaction among students and faculty both inside and outside the classroom.
- Encourage students to recognize the importance of lifelong education and develop a world view.
- Foster innovation in instruction.
- Continue to work cooperatively with high schools to develop programs.
- Support the integration of international education into the college curriculum and programming.
- Foster student and faculty exchange programs.
- Support the use of appropriate technology to enhance instruction.
- Ensure that the number of course sections will be appropriate to allow high-quality classroom instruction.
- Continue to review academic programs on a regular basis and emphasize measuring educational outcomes.
- Communicate closely and systematically with staff in those secondary schools that traditionally prepare students who enroll at JCCC so that students come to the college with the prerequisite skills.
- Review the use of advisory committees to assure improved networking with the business community.
- Increase training partnerships and exchanges with industry.
- Encourage the development of those library skills that prepare students to be independent, lifelong learners.
- Assure a library system that is responsive to student needs.

Challenge: Serving More People Better

The population of Johnson County will continue to grow at an annual rate of 1.5 to 4 percent through the turn of the century. This translates into an estimated 340,000 residents in 1990; 440,000 in 2000. It is important to note that almost 25 percent of the people now living in Johnson County are age 50 and over, and demographic projections suggest an increase in this population group. In the next decade, it is predicted that the county will continue to lead the Kansas City metropolitan area in new construction, retail growth, office development and housing starts. During this period, the number of jobs in the county will increase to more than 230,000.

At JCCC, projected credit and noncredit head counts in 10 years are for almost 40,000 students a semester. Accommodating a student body that in 2000 is almost twice as large and far more diverse than that served in 1990 is a source of concern.

This time, like all times, is a very good one, if we but know what to do with it.

Ralph Waldo Emerson

Policy Directions:

- The college should continue to maintain its level of instructional excellence while serving more full- and part-time students.
- The college should continue to ensure that its student support services are adequate to meet growing enrollments and changing community needs and promote student success.

Response: Assuring Access Without Lowering Academic Standards

Johnson County Community College will offer student support services designed to meet the real needs of a diverse student body. The college is committed to a comprehensive enrollment management program. Components include recruitment, orientation, academic advising, admission, registration, financial aid, career planning, student retention, publications, advertising, staff training, and curriculum and service review. In order to maintain this standard of commitment, the college will . . .

Fall Enrollments 1990-2000
Fall Headcount Registration

	Full-time Students	Part-time Students	Total Enrollment	Continuing Education and Community Services
1990	3,767	9,369	13,136	13,915
1991	3,917	9,744	13,661	14,471
1992	4,074	10,134	14,208	15,050
1993	4,278	10,640	14,918	15,803
1994	4,492	11,172	15,664	16,593
1995	4,717	11,731	16,447	17,422
1996	4,952	12,317	17,270	18,294
1997	5,200	12,933	18,133	19,208
1998	5,460	13,580	19,040	20,168
1999	5,733	14,259	19,992	21,177
2000	6,020	14,972	20,992	22,236

• Continue to strengthen relationships with other educational institutions to assure continuing transferability of academic programs.

• Develop high-quality, self-paced courses to provide options to students who might not otherwise be able to participate.

• Continue to develop and support the Johnson County Area Vocational Technical School as an articulated step in the educational ladder available to county residents.

• Continue to support the education of women and other special populations, including enhanced instructional programs and support services for the student population 50 years of age and older.

• Provide a variety of non-credit programs, forums and workshops at convenient times and locations for the 55 and over population throughout the county.

• Continue to cooperate with county agencies and organizations to avoid duplication of programming for older adults.

• Expand lab hours and college services hours to accommodate working students and students with families.

• Continue to provide support services for disabled students to assure their access to college programs.

• Continue to support opportunities for students to experience out-of-classroom, co-curricular activities that support their social, cultural and academic development.

• Continue to review the effectiveness of college programs and services and change programs or services as students' goals and needs change.

• Expand services provided in the library, Student Activities, Children's Center, bookstore and cafeteria.

• Continue to target and monitor recruitment directed to specific populations.

• Expand the orientation and educational planning program for credit students.

• Implement an audio-library and touch-tone telephone registration system to improve the student enrollment process.

• Implement an electronic document management system for storage and retrieval of student records.

• Continue coordinating student service programs with secondary schools, area vocational technical schools and other colleges and universities.

• Provide a clearly defined process for student intake, academic progress monitoring and documentation of student outcomes.

• Implement a computerized degree audit process to allow student self-advisement.

• Develop and implement a coordinated publications plan to assure that all the residents of Johnson County have an opportunity to know about the educational programs the college provides.

• Continue to provide access to financial aid opportunities to a diverse student population to assure equal access regardless of economic condition.

• Continue to build JCCC Foundation scholarship endowments.

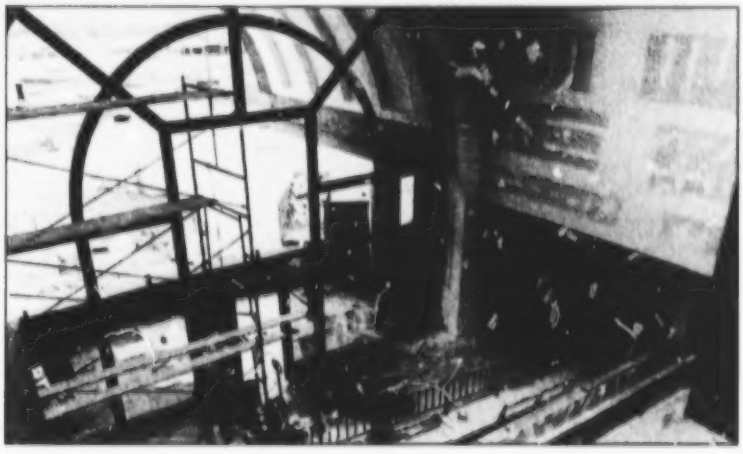
• Expand placement services that help students find employment while attending college or in positions for which they have been trained.

We must use time as a tool not as a couch.

John F. Kennedy

Challenge: Meeting the Cultural Needs of Johnson Countians

The college is committed to providing a range of cultural opportunities for Johnson Countians and to being a partner with other organizations to enhance the quality of life in greater Kansas City. It is our belief that JCCC can best meet this challenge by providing arts programming in the context of the college's educational mission. The new Cultural Education Center is a community resource reflecting this college commitment.



Time is the greatest innovator.

Francis Bacon

Opening in 1990, the $20 million CEC will comprise one of the largest performing arts complexes in the region, including a 1,400-seat theater, a 400-seat theater, a recital hall, a small experimental "black box" theater for academic programs and a 3,400-square-foot exhibit area for visual art. In addition, the facility also includes dedicated classrooms for credit programs and spaces for the Community Services Division, the Center for Continuing Professional Education and the Business and Industry Institute. The Cultural Education Center has been designed to constitute a much needed "front door" for JCCC that will provide an easily identifiable entrance for visitors to the campus.

Policy Directions:

- The college should provide diverse cultural education opportunities for students and residents of Johnson County.
- The college should encourage cooperation with the greater Kansas City performing arts organizations.
- The college should ensure open artistic expression and protect itself from possible external pressures.

Response: Becoming an Arts Partner and Provider

In addition to creating its own programming, JCCC will offer performing and visual arts events that complement and support those provided by arts organizations in greater Kansas City. The college will . . .

- Develop cooperative relationships with major arts providers in greater Kansas City.
- Develop an audience base for cultural arts activities in Johnson County.
- Develop an artistic mission statement for cultural education programming unique to Johnson County Community College.
- Develop a dedicated base of financial support for programming in the CEC.
- Seek grant support for the arts from state and federal agencies as practicable.
- Establish a special endowment in the JCCC Foundation to provide a level of subsidy for arts programming.
- Continue to develop a community volunteer support group for CEC operations.
- Develop outreach and residency programs in the county in cooperation with local school districts, municipal arts agencies, recreation groups and others.
- Provide opportunities for credit and noncredit cultural education programming.
- Develop a season of programs that satisfy the cultural education mission of the college.

Challenge: Channeling Tax Dollars into Effective Education

In 1989, Kansans experienced the effects of a 1986 state constitutional amendment providing for property reappraisal and classification. In largely urban Johnson County, shifts in the tax burden were felt most by owners of office property and small and medium-sized businesses with limited inventories. The overall mood of the state with regard to the property tax was mixed, and the legislature failed to pass a bill that addressed the broad issue of property tax relief. Many legislative observers think that public concern over the property tax issue has not peaked and that tax-supported institutions will have to operate in an increasingly conservative climate. This augurs a cautious approach in projecting future revenue and planning for expected enrollment increases.

Summary of Revenue and Expenditures 1985-1995

	Revenue	Expenditures
1985-1986	$28,003,633	$24,467,982
1986-1987	31,590,837	28,738,265
1987-1988	37,601,823	32,129,479
1988-1989	43,502,052	36,736,513
1989-1990	48,722,298	40,410,164
1990-1991	53,594,528	45,047,079
1991-1992	57,882,090	48,570,845
1992-1993	61,355,015	52,900,804
1993-1994	65,036,316	57,132,868
1994-1995	68,938,495	61,703,497

While inflation appears to be under control at this time, it has varied more than 10 points since the college was founded. Close attention must continue to be paid to items that are likely to inflate at higher rates than the consumer price index, such as energy, chemicals, paper and employee benefits. The Federal Tax Reform Act of 1986 may result in increased costs for employee benefits and a decline in charitable giving. These are issues that can be managed with sufficient foresight.

Enrollment growth and new or changing programs will require facilities expansion and remodeling on the present campus. It will be increasingly difficult to accommodate enrollments on the present campus. Current trends also may warrant development of a second campus or satellite centers by the end of the 1990s, in addition to outreach centers such as that in Olathe. Providing parking that is considered convenient to facilities and programs also will be a persistent issue. The cost of energy and property and casualty insurance will rise faster than other costs associated with maintaining buildings and grounds. However, the community will continue to expect that the physical facilities be maintained up to the current high standards, equal to those of commercial properties along College Boulevard, and that they remain open to the public for long hours throughout the week and on weekends.

Time is the most valuable thing a man can spend.

Theophrastus

Policy Directions:

- The college should be sensitive to the concerns of taxpayers and communicate effectively on a proactive basis with them and opinion leaders in the county and state.
- The college should actively promote area economic development.
- The college should develop strategies for raising revenue in addition to millage increases.
- The college should develop a telecommunication infrastructure that is capable of supporting the growing academic and administrative needs of the college for the transmission of voice, data and video communications.
- The college should integrate and update appropriate state-of-the-art technology into the curriculum.
- The college should upgrade the administrative data processing system to provide an information systems infrastructure that will result in the most efficient delivery of services to students and staff in an environment of rapid growth.

Procrastination is the thief of time.

Edward Young

Response: Developing Physical and Financial Resources

Johnson County Community College will continue to support high quality education through responsible management of financial resources, good facilities and well-maintained grounds. To these ends, the college will . . .

- Continue to make revenue projections on at least a two-year basis, reviewing and modifying these projections yearly.
- Continue to monitor all college programs with regard to their cost versus benefit.
- Maintain the current quality of existing facilities while planning for future expansion to ensure safety, structural integrity and aesthetic values.
- Update and continue to implement the facilities master plan to assure adequate space to house growing enrollments.
- Anticipate future technologies in facilities planning so that the college can meet evolving state-of-the-art standards.
- Review and update college management information systems and telecommunications to meet the demands of added enrollment.
- Seek more external funding from appropriate federal and state agencies to provide programs that could not otherwise be afforded through regular college revenue.
- Continue to emphasize the efforts of the JCCC Foundation to develop an endowment for scholarships, cultural arts programming and enrichment activities.
- Support a transportation system that will enable students to come to campus by means of mass transit.
- Continue to support the Small Business Development Center, which focuses on decreasing the number of local business failures and supporting expanding and starting businesses.

Challenge: Setting Public Policy

It has been more than 20 years since JCCC was established. The college is now one of the largest organizations on the College Boulevard corridor, which is recognized as one of the most rapidly growing business and commercial areas not just in Kansas City but in the nation. This development places unique demands upon the college as an educational service provider and as an employer, a business partner, a property owner and a neighbor.

The Founders' Medallion pictured above was created to commemorate the establishment of the college. The medallions are awarded to individuals who have made significant contributions to JCCC or to community college education.

The college is the largest of the 19 public community colleges in Kansas and the state's fourth largest institution of higher education. It is a member of the Kansas City Regional Council for Higher Education, a consortium of 19 area community colleges and universities. It also participates in the Kansas Association of Community Colleges, which promotes the interests of community college education throughout the state.

The college was identified in a 1986 study conducted by the University of Texas as one of the leading community colleges in the country. In addition, since 1978 JCCC has been privileged to be a member of the League for Innovation in the Community College, a national consortium that promotes exemplary programs in American community college education. Many of the faculty, staff, members of the board of trustees and directors of the JCCC Foundation have earned recognition as leaders in the community, their areas of expertise and community college education.

Policy Directions:

- The college should be a full partner in promoting the interests of the people of Johnson County.
- The college should maintain its excellent reputation as a comprehensive community college.
- The college should continue to extend leadership in advancing community college education.
- The college should foster civic literacy by focusing programs on government, public policy and contemporary issues.

Response: Providing Educational Leadership

Johnson County Community College will vigorously pursue and support cooperative efforts with other educational institutions to meet the needs of county residents. It also will take an active role in promoting community college education in the state, region and nation. To demonstrate commitment to its leadership responsibilities, the college will . . .

Pythagoras, when he was asked what time was, answered that it was the soul of this world.

Plutarch

Time is the least thing we have of.

Ernest Hemingway

- Pursue appropriate avenues to protect the current prerogatives of the board of trustees and the voters of Johnson County as a district constituency within the state of Kansas, which includes lobbying against proposals to include the college under the Kansas Board of Regents.
- Support activities to promote the visibility of the college and its influence in setting public policy.
- Protect local taxing prerogatives from state influence.
- Promote area economic development.
- Continue to build support from the college's constituents, the press, the legislature and other influential groups.
- Develop activities of the JCCC Foundation to promote the college internally and externally.
- Encourage staff participation in select professional organizations.
- Make staff expertise available as appropriate to the community.
- Utilize the expertise and influence of Foundation directors in government affairs and community relations.
- Encourage staff participation in local activities such as chambers of commerce and state and county economic development organizations.
- Continue to work with the state departments of commerce and education to secure training funds for new and existing businesses in Johnson County.
- Help tap the underdeveloped resources of our area by examining our commitment to the education of women and other minorities.

Challenge: Staffing for the 1990s and Beyond

The college now employs more than 2,000 full- and part-time staff annually and adds more each year as enrollment continues to grow. The number of part-time instructors will continue to increase faster than that of full-time faculty. The ratio of credit hours taught by adjunct faculty is a matter of concern.

The much predicted "teacher shortage" of the 1990s will not be one of quantity for JCCC so much as one of suitability. The college will continue to need those instructors who are not only academically credentialed but who also are truly committed to the mission of a comprehensive community college, are technologically literate, can adapt to change and, above all, can teach a diverse student body with enthusiasm. There also will be a concomitant need for committed support staff.

Policy Directions:

- The college should emphasize comprehensive staff development programming to ensure the maintenance of current levels of excellence.
- The college should devote adequate resources to part-time faculty to assure a uniform level of quality throughout the curriculum.
- The college should identify a new generation of teachers and support personnel who will be joining the staff in the 1990s as a result of vacancies caused by growth or retirement. They will determine the future of JCCC well into the 21st century.

Response: Developing Human Resources

Johnson County Community College will continue to seek and retain well-qualified personnel. To make full use of its human resources, the college will . . .

- Design and implement a centralized employment system.
- Fund adequate opportunities for staff development.
- Develop and maintain a pool of qualified applicants for part-time jobs for all areas to meet growing demands.
- Implement staff development programs for part-time employees that will include information about the mission of the college as well as information related to specific job skills to ensure a consistently high level of service.
- Improve staff development programs for administrative staff, especially first-line supervisors, to assure needed management skills.
- Implement programming on financial and retirement planning to address the needs of a staff population, a significant number of whom will be eligible to retire during the next 10 years.
- Develop a recruitment and selection system for full-time instructors, administration and staff to ensure a faculty that is heterogeneous, academically qualified, oriented to the mission of a community college, technically skilled and committed to teaching.
- Develop and implement a customer service component in staff development programming to provide a more "user-friendly" JCCC.
- Provide computer hardware, software and training for JCCC employees.
- Encourage community members, particularly older adults, to volunteer their services.

For tribal man space was the uncontrollable mystery. For technological man it is time that occupies the same role.

Marshall McLuhan

There is a time to let things happen
and a time to make things happen.

Johnson County
Community College

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